



Departmental Quarterly Performance Report

Office of Strategic Business Management

**FY 2003-04
First Quarter**

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Departmental Quarterly Performance Report
Department Name: Office of Management and Budget
Reporting Period: First Quarter (October – December 2003)

MAJOR PERFORMANCE INITIATIVES

Describe Key Initiatives and Status

Check all that apply

Goal ES1: Enable County departments and their service partners to deliver quality customer service.

ES1-1 Conveniently accessed and easy-to-use services

ES1-3 Unity of County service delivery

ES1-4 Satisfied Customers

Department Performance Objective (performance measure in italics):

- Maintaining 50 percent of departments "secret shopped" in FY 2003-04
- Ensure 2 months to issue departmental reports after annual shopping period is completed
- Complete 1 enabling strategic customer satisfaction surveys in FY 2003-04
- Ensure 100 percent of departments, ACMs and elected leaders having received detailed information regarding 2003 resident satisfaction survey
- Complete 1 County resident satisfaction survey per year

Performance Status:

- 50% of County departments shopped during FY 2003-04

Comment(s):

- Rolled out survey results to all ACMs and Department Directors at October 3rd, 2003 Results-Oriented government meeting
- Conducted follow-up sessions with various commissioners, ACMs and Department Directors
- Distributed high-level survey results to the BCC via memo
- Shopping schedule to be completed and results reported by the 2 months after closing FY 2003-04

ES1-1 Strategic Plan

☒ *Business Plan*

☐ *Budgeted Priorities*

☐ *Customer Service*

☐ *ECC Project*

☐ *Workforce Dev.*

☐ *Audit Response*

☐ *Other*

(Describe)

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<p>Goal ES8: Ensure the financial viability of the County through sound financial management practices</p> <p>ES8-2: Planned necessary resources to meet current and future operating and capital needs.</p> <p><u>Department Performance Objective (<i>performance measure in italics</i>):</u></p> <ul style="list-style-type: none"> • Increase Emergency Contingency Reserve Fund to \$11 million by year-end • Achieve average GFOA Scores for the prior year proposed budget between 3.1 and 3.5 out of 4. <p><u>Performance Status:</u></p> <ul style="list-style-type: none"> • Emergency Contingency Reserve Fund as of the end of 1st Quarter is \$5,737,851 • GFOA Scores for budget: <ul style="list-style-type: none"> • As a policy document 3 • As a financial plan 3 • As an operational guide 3 • As a communication device 3 <p><u>Comment(s):</u></p> <ul style="list-style-type: none"> • Final/Adopted budget was released on December 22, 2003 • The Five-Year Financial Plan was changed to be a part of the final Business Plan and Adopted Budget. Inclusion of the relevant components I on schedule was included as part of the document • Staff is working with County Manager's Office and CICC, and has participated in General Obligation Bond (GOB) work plan presented to the BCC • Staff worked with the Finance department on preparation of financing to take place in the fourth quarter and the next fiscal year (IT projects, Answer Center, Golf Club of Miami) 	<p>ES8-2 Strategic Plan</p> <p><u>X</u> Business Plan</p> <p>___ Budgeted Priorities</p> <p>___ Customer Service</p> <p>___ ECC Project</p> <p>___ Workforce Dev.</p> <p>___ Audit Response</p> <p>___ Other _____</p> <p>(Describe)</p>
<p>Goal ES9: Deliver on promises and be accountable for performance</p> <p>ES9-4: Accountability to the public at every level of the organization</p> <p>ES9-5: Continuously improving government</p> <p><u>Department Performance Objective (<i>performance measure in italics</i>):</u></p> <ul style="list-style-type: none"> • Increase the <i>percent of priority outcomes available to the public through the internet or other means</i> • Percent of senior leadership trained in Sterling criteria for performance excellence <p><u>Performance Status:</u></p>	<p>ES9-4/9-5 Strategic Plan</p> <p><u>X</u> Business Plan</p> <p>___ Budgeted Priorities</p> <p>___ Customer Service</p> <p>___ ECC Project</p> <p>___ Workforce Dev.</p> <p>___ Audit Response</p> <p>___ Other _____</p> <p>(Describe)</p>

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- 0% of priority outcomes available to the public as of 1st Quarter

Comment(s):

- Fourth Quarter Performance Report was posted on the Intranet; and was provided within the required time frame.
- Sterling package distributed to all Assistant County Manager's explaining program criteria and how it relates to Result-Oriented Government initiatives underway in the County

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<p>Goal ES9-1: Alignment of services provided with community's needs and desires</p> <p><u>Department Performance Objective (<i>performance measure in italics</i>):</u></p> <ul style="list-style-type: none"> • Increase the <i>percent of Strategic Plan outcomes with appropriate key performance indicators defined to 100% by year-end</i> • Increase the <i>percent of department trained in linking business plans to the strategic plan to 100% by year-end</i> <p><u>Performance Status:</u></p> <ul style="list-style-type: none"> • 100% of departments trained in linking business plans to the strategic plan in 1st Quarter <p><u>Comment(s):</u></p> <ul style="list-style-type: none"> • Revised business plan instructions and a template have been designed and were released in October 2003 • Key performance indicators are under review 	<p><i>ES9-1 Strategic Plan</i> <u>X</u> <i>Business Plan</i> <u>X</u> <i>Budgeted</i> <i>Priorities</i> <u> </u> <i>Customer Service</i> <u> </u> <i>ECC Project</i> <u> </u> <i>Workforce Dev.</i> <u> </u> <i>Audit Response</i> <u> </u> <i>Other</i> _____ <i>(Describe)</i></p>
<p>Goal ES9-2: Alignment of priorities throughout the organization</p> <p><u>Department Performance Objective (<i>performance measure in italics</i>):</u></p> <ul style="list-style-type: none"> • Increase the <i>percent of senior management fully oriented to how their performance relates to the strategic plan and department business plan objective to 95 percent by year-end.</i> • Increase the <i>percent of the organization familiar with the County's Strategic plan and their role in achieving of the plan to 25 percent by year-end</i> <p><u>Performance Status:</u></p> <ul style="list-style-type: none"> • 10 percent of senior management fully oriented to how their performance relates to the strategic plan and department business plan objectives • As of 1st quarter, minimal organization familiarity with the County's strategic plan, their departmental business plan or their role regarding same <p><u>Comment(s):</u></p> <ul style="list-style-type: none"> • All senior management were trained to have individual performance objective established by December 15 supporting their department business plan and related Strategic Plan objectives • Individual department training and follow-up sessions were conducted in several departments (e.g. ERD, Audit and Management Services, Communications, Planning, etc.) • Established Communications Working Group, to roll-out concepts of Results-Oriented government throughout the organization so that all employees: <ul style="list-style-type: none"> • Know the County has a plan • Know and Understand the County mission statement 	<p><i>ES9-1 Strategic Plan</i> <u>X</u> <i>Business Plan</i> <u>X</u> <i>Budgeted</i> <i>Priorities</i> <u> </u> <i>Customer Service</i> <u> </u> <i>ECC Project</i> <u> </u> <i>Workforce Dev.</i> <u> </u> <i>Audit Response</i> <u> </u> <i>Other</i> _____ <i>(Describe)</i></p>

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| <ul style="list-style-type: none">• Know and Understand the County's Guiding Principles (organizational values)• Know the desired priority outcomes that their department supports (as in their department business plan)• Know their role in achieving these outcomes | |
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<p>Goal ES9-3: Achievement of performance targets</p> <p><u>Department Performance Objective (<i>performance measure in italics</i>):</u></p> <ul style="list-style-type: none"> • Increase <i>percent of priority outcome performance indicators with baselines and targets established</i> to 90% by year-end • Ensure <i>10 percent completion of performance management software implementation</i> by year-end <p><u>Performance Status:</u></p> <ul style="list-style-type: none"> • As of 1st quarter, 0% of priority outcome performance indicators with final baselines and targets established • As of 1st quarter, 0% completion of performance management software implementation <p><u>Comment(s):</u></p> <ul style="list-style-type: none"> • Inventory of performance indicators underway, include business plan measure, ICMA measures, survey measures, etc. • Performance Management software working group established, and preliminary general software requirements developed. 	<p><i>ES9-3 Strategic Plan</i></p> <p><u>X</u> <i>Business Plan</i></p> <p>___ <i>Budgeted Priorities</i></p> <p>___ <i>Customer Service</i></p> <p>___ <i>ECC Project</i></p> <p>___ <i>Workforce Dev.</i></p> <p>___ <i>Audit Response</i></p> <p>___ <i>Other</i></p> <p>(Describe)</p>
<p>Goal ES8: Ensure the financial viability of the County through sound financial management practices</p> <p>ES8-2 Planned necessary resources to meet current and future operating and capital needs</p> <p><u>Department Performance Objective (<i>performance measure in italics</i>):</u></p> <ul style="list-style-type: none"> • Increase Incorporation and Annexation <i>support staff attendance to Municipal Advisory Committee Meetings</i> • Complete <i>schedule for new applications to the Boundaries Commission within six weeks of receiving the applications</i> <p><u>Performance Status:</u></p> <ul style="list-style-type: none"> • As of 1st quarter, 100% attendance has been achieved at all scheduled Municipal Advisory Committee Meetings • As of 1st quarter, 100% completion of applications received were submitted to the Boundaries Commission within the six-week period. <p><u>Comment(s):</u></p> <ul style="list-style-type: none"> • Currently there are eight Municipal Advisory Committee processes underway to which staff has attended all scheduled meetings. • The Falls incorporation efforts have progressed and application was submitted to Boundaries Commission within the required six-week period • Interlocal agreements have been approved by the BCC for the Hialeah 	<p><i>ES8-2 Strategic Plan</i></p> <p><u>X</u> <i>Business Plan</i></p> <p>___ <i>Budgeted Priorities</i></p> <p>___ <i>Customer Service</i></p> <p>___ <i>ECC Project</i></p> <p>___ <i>Workforce Dev.</i></p> <p>___ <i>Audit Response</i></p> <p>___ <i>Other</i></p> <p>(Describe)</p>

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<p>annexation; that annexation is anticipated to be finalized during the second quarter of FY 2003-04. The Hialeah Gardens annexation has been approved by the BCC and interlocal agreements are now being prepared.</p> <ul style="list-style-type: none">• The East Kendall Municipal Advisory Committee voted to be disband on January 7, 2004. Formal BCC action is anticipated to be approved during the send quarter of FY 2003-04	
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Goal HH4: Ensure Universal Access to timely and accurate services , information and community facilities

HH2 Increased utilization of available health and human services across all neighborhood facilities

Department Performance Objective (performance measure in italics):

- Increase the number of Ryan White Title 1 HIV service sites countywide tp125 in FY 2003-04 (contingent upon availability of grant funds)
- Increase the number of Ryan White Title 1 providers to 39 FY2003-04 (contingent upon available of grant funds).

Goal HH4: Promote independent living though early intervention and support services

HH4-1: Healthier community

- Increase the number of HIV+ persons connected to care as a results of Ryan White Title I outreach effort 1, 2000 in FY2003-04

Goal HH7: Ensure high quality standard of care in health and human services

HH7-1: Improved customer service and care in health and human services

- Increase the number of training sessions targeting case management outreach, and medical care providers of Ryan White Title I funded services to 40
- Increase in satisfaction among recipients of Ryan White Title I funded services to 85%

Performance Status:

- 0% of performance outcomes have been achieved, due to unit's fiscal period beginning March 1, 2004.

Comment(s):

- Grant application for FY 2004-05 was completed in October 2003 and submitted to the federal granting agency, the U.S. Health Resources and Services Administration (HRSA).
- Notice of Grant Award for FY 2004-05 has not yet been received. It is anticipated that the award will be issued late February 2004 for the period of March 1, 2004 through February 29, 2005.
- Needs assessment for FY 2005-06 will be completed in May 2004.
- The Miami-Dade HIV/AIDS Partnership will complete funding allocations and prioritization of HIV services for FY 2005-06 in June 2004.
- The Ryan White Title I grant application for FY 2005-06 will be submitted to the federal government by October 2004 (official deadline is not yet known).

It is anticipated that the Notice of Grant Award will be received in February 2005 for a grant period of March 1, 2005 through February 28, 2006. Total funds to be requested for the FY 2005-06 grant period is not yet determined.

HH2-2, HH4-1, HH7-1

Strategic Plan

X *Business Plan*

X *Budgeted*

Priorities

X *Customer Service*

 Workforce Dev.

 ECC Project

 Audit Response

 Other

(Describe)

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<p>Goal ES9: Deliver on promises and be accountable for performance.</p> <p>ES 9-4: Accountability to the Public at every level of the organization ES9-5: Continuously Improving government</p> <p><u>Department Performance Objective (<i>performance measure in italics</i>):</u></p> <ul style="list-style-type: none">• Maintain <i>100 percent of Gainsharing Memoranda of Understanding (MOUs) closed-out within two month after the end of the fiscal year</i>• Increase <i>the number of new MOUs annually</i> to 2 annually• Decrease <i>the average number of days for reviews of submitted AOs</i> to 4• Maintain <i>the number of days for posting final AOs on the internet</i> at 10• Ensure <i>100 percent of milestones met when updating procedures manual</i>• Increase <i>the number of reviews in which Performance Improvement has led or provided oversight (not including ECC impact projects)</i> to 15• Increase <i>the number of signed corporate sponsorship agreements</i> to 2 in FY 04 <p><u>Performance Status</u></p> <ul style="list-style-type: none">• The unit was able to close out the Marinas, Food Services and WASD MOUs within 2 months and in time for Christmas award checks.• Developing a performance based MOU in WASD and a new MOU with the Finance Department's Credit and Collections Unit.• During the 1st quarter, averaged 2 business days to review AOs• During the 1st quarter, maintained objective and posted final AOs to the intranet within 10 days• 100% of milestone met when updating procedures manual• The unit is currently working on 12 consulting projects and 4 MOU/Gainsharing-related projects• The unit has received a commitment of over \$25 million in glass of the South Dade Cultural Center and is negotiating a beverage vending agreement. <p><u>Comment(s):</u></p> <ul style="list-style-type: none">▪ No ECC meetings were conducted in the fourth quarter	<p>ES9-4/9-5 Strategic Plan</p> <p><u>X</u> Business Plan</p> <p>___ Budgeted Priorities</p> <p>___ Customer Service</p> <p>___ ECC Project</p> <p>___ Workforce Dev.</p> <p>___ Audit Response</p> <p>___ Other _____</p> <p>(Describe</p>
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PERSONNEL SUMMARY

A. Filled/Vacancy Report

NUMBER OF FULL-TIME POSITIONS*	Filled as of December 31 of Prior Year	Current Year Budget	Actual Number of Filled and Vacant positions at the end of each quarter							
			Quarter 1		Quarter 2		Quarter 3		Quarter 4	
			Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
	77	78	70	8						

* Public Safety Departments should report the sworn versus non-sworn personnel separately and Departments with significant part-time, temporary or seasonal help should report these separately.

Notes:

B. Key Vacancies: *The Office of Strategic Business Management's (OSBM) reorganization process has identified vacancies that will need to be filled in several divisions; they include Senior Budget Analyst, Budget Analyst 2 and 3, and Management Consultant.*

C. Turnover Issues: *Through OSBM's reorganization process, the department will be able to retain professional staff thus reducing turnovers.*

D. Skill/Hiring Issues

E. Part-time, Temporary and Seasonal Personnel
(Including the number of temporaries long-term with the Department)

F. Other Issues:

- *The department is currently working with General Services Administration to relocate all OSBM divisions to one location within the Stephen P. Clark Building.*

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FINANCIAL SUMMARY

Office of Strategic Business Management – General Fund (All Dollars in Thousands)

	PRIOR YEAR	CURRENT FISCAL YEAR						
		Total Annual Budget	1 st Quarter		FY 2003-04 Year-to-date (1 st Quarter)			
			Budget	Actual	Budget	Actual	\$ Variance	% Of Annual Budget
Revenues	General Funds							
Total								
Expense*								
Personnel	\$2,819	\$5,839	\$1,460	\$1,294	\$5,839	\$1,294	\$4,545	22.16%
Other Operating	\$663	\$534	\$324	\$123	\$534	\$123	\$411	23%
Capital	\$7	\$20	\$50	\$0	\$20	\$0	\$20	0%
Total	\$3,489	\$6,393	\$6,394	\$1,417	\$6,393	\$1,417	\$4,976	22.16%

Health and Human Service - Ryan White Title I CARE Grant (All Dollars in Thousands)
Ryan White Title I Grant Year (FY 2003-04) runs from 3/1/2003 through 2/28/2004

	PRIOR YEAR	CURRENT FISCAL YEAR						
		Total Annual Budget	3 rd Quarter		YTD 2003-04			
			Budget	Actual	Budget	Actual	\$ Variance	% Of Annual Budget
Revenues	\							
♦ Fed. Grants	\$26,563	\$27,024	\$6,756	\$6,728	\$20,268	\$13,214	\$7,504	65.19%
♦ Carryover	\$776	\$534	\$133	\$0	\$400	\$0	\$400	0%
Total	\$27,399	\$27,558	\$6,889	\$6,728	\$20,668	\$13,214	\$7,454	63.93%
Expense*								
Administration	\$829	\$1,351	\$338	\$221	\$1,013	\$606	\$407	59.86%
Contractual Svcs.	\$26,510	\$26,207	\$6,551	\$6,038	\$19,655	\$13,593	\$6,062	69.16%
Total	\$27,339	\$27,558	\$6,889	\$6,259	\$120,668	\$14,199	\$106,429	68.70%

* Expenditures may be reported by activity as contained in your budget or may be reported by category (personnel, operating and capital).

Notes for Ryan White:

1. Third quarter information includes 3 months (September-November 2003) based on Ryan White Grant fiscal year.
2. Carryover amount at the discretion of the federal government.
3. Administrative expenditures are not evenly distributed throughout the fiscal year.
4. Drawn downs are made in arrears as needed to reimburse the County based on documented expenditures.

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Equity in pooled cash (for proprietary funds only) (All Dollars in Thousands)

Fund/ Subfund	Prior Year	*Projected at Year-end as of			
		Quarter 1	Quarter 2	Quarter 3	Quarter 4
	End of close-out	05/31/03	08/31/03	11/30/03	2/29/04
SO 720 720	\$0	\$0	\$0	\$0	
Total	\$0	\$0	\$0	\$0	

Comments:

The Ryan White Title I federal grant is received by the County on a reimbursement basis. Therefore, during the grant period there is a negative cash balance between \$1 to \$2 Million. At the end of the closeout period, the cash balance is \$0.

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STATEMENT OF PROJECTION AND OUTLOOK

The Department projects to be within authorized budgeted expenditures and projects that available revenues will exceed expenses except as noted below:

Notes and Issues:

DEPARTMENT DIRECTOR REVIEW

The Department Director has reviewed this report in its entirety and agrees with all information presented including the statement of projection and outlook.

Signature

Department Director

Date _____